

# **State Action Education Leadership Project (SAELP) DEMONSTRATION SITE**

## **Application for Funds**

**IOWA DEPARTMENT OF EDUCATION  
GRIMES STATE OFFICE BUILDING  
DES MOINES, IOWA 50319-0146**

**DEADLINE:  
February 28, 2003  
By 4:30 PM**

It is the policy of the Iowa Department of Education not to discriminate on the basis of race, color, national origin, gender, disability, religion, creed, age or marital status in its programs or employment practices. If you have questions or grievances related to this policy please contact the Chief, Bureau of Administration and School Improvement Services, Grimes State Office Building, Des Moines, Iowa 50319-0146, 515 281-5811.

## Background and Introduction

“What do educational leaders need to know and be able to do? With respect to general qualities and abilities, there is quite a bit of agreement (Bowles, King and Crow 2000; National Association of Secondary School Principals 1993, 1996). Ideally, leaders should be passionate about learning and have a clear vision for how schools can promote high levels of achievement for all students. These leaders are charismatic and decisive, and they have the people skills to work collaboratively and supportively to transform old school cultures. They are familiar with research and how to apply its lessons (with all of its ambiguities and inconsistencies) in making curriculum and instruction more effective. They can tackle multiple problems simultaneously while establishing priorities for what realistically can be accomplished at any one time. They can plan and manage resources, and they understand when plans must be abandoned or modified. They know how to motivate others, hold them accountable, evaluate them fairly and reward them appropriately. Finally, these leaders are able to refine their skills and learn new ones, adapting to new circumstances and deepening their knowledge and abilities.”

--By Gary Hoachlander, Marta Alt,  
and Renee Beltranena  
SREB Publication,  
*Leading School Improvement:  
What the Research Says*  
“Developing Educational Leaders:  
*Strategies and Programs*”  
March 2001

In 2001, Iowa was one of fifteen states to be selected to participate in the State Action Education Leadership Project (SAELP) through a grant from the Wallace-Reader's Digest Funds. The purpose of the project is to find ways to attract sustain and retain effective school leaders in Iowa. Part of the project includes the development of Demonstration Projects that will design innovative ways of attracting, sustaining and retaining effective school leaders for our state.

The Iowa Department of Education encourages the development of creative demonstration sites addressing one or more of the six SAELP strategy areas: State Priority for/and Approach to School Leadership; the Candidate Pool; Education and Professional Learning; Licensure, Certification, and Program Accreditation; Conditions of Professional Practice; and Authority for Practice and Governance Structures. More information regarding the SAELP six key strategies may be found on the CCSSO web site at [ccsso.org](http://ccsso.org) or by calling Brenda Colby at 515 281-4726.

## **Eligible Applicants**

A demonstration site is the “test site” for innovative SAELP policies. The award recipient for this grant will be determined by the Iowa Department of Education based on recommendations from the reviewers. School districts may apply independently or as a consortium. The department reserves the right to award all, some or none of the funds, and/or to negotiate the final award. Awards will be announced and each applicant will be contacted as to its award status on or around March 15, 2003. Funds received must be expended or obligated by December 31, 2003. Reports on program progress and the expenditure of funds must be submitted to the Iowa Department of Education at specified times during the grant period. Additional information on reporting will be communicated at a later date to the award recipients.

Demonstration projects must meet the following criteria:

- ◆ Address one or more professional development practices for recruitment, preparation, induction, and retention of educational leaders
- ◆ Include designated strategies or practices that are proposed to increase the number of qualified leaders for sites with high proportions of low achieving students and/or the number of women and minority leaders
- ◆ Use the Iowa Standards for School Administrators for leadership professional development program in one or more of the following areas: recruitment, preparation, induction, or retention of educational leaders
- ◆ Include “best research” practices that affect student learning
- ◆ Integrate adult learning strategies into professional development practices
- ◆ Use “out-of-the-box” strategies for leadership development based on best practices research and evidence on leadership
- ◆ Compile data from the Demonstration Project that show promise for leadership practices that lead to improving teaching and learning and reducing the achievement gap
- ◆ Provide inclusion of a business link either through matching funds or a soft match such as business volunteers working with the project

Each application will be screened for eligibility according to the requirements as indicated within this document. These eligibility criteria include, but are not limited to,

- Application received by the deadline
- Application does not exceed the maximum number of pages allowed
- All required signatures are properly included
- All components of the application are addressed

- Application was submitted in the allowed format
- Applications may be from Iowa public school districts, AEAs or consortiums from both

Carefully review the application for all requirements. The application must be typed and submitted in hard copy form TO BE RECEIVED in the department not later than 4:30 p.m. on February 28, 2003. No binders or notebooks may be submitted. The *Grant Proposal* section must be double-spaced, typed on one side only. Electronic submissions will not be accepted. Appendices will not be considered in the scoring and final award decision. Therefore, it is critical that each applicant be sure all pertinent information required by the RFP is included in the application and not only in the appendices. The maximum number of pages allowed is 20. Please do not submit a font size smaller than 12. Any style of font is acceptable and should be easily readable by reviewers. No handwritten applications will be accepted. Charts and graphs may be included as part of the narrative application and must be included in the 20 pages. Please number pages sequentially beginning with the first page AFTER the Cover Page or Part 1. The Cover Page is not considered part of the 20 pages and should be the first visible page of the application. All other components may be single-spaced, and must be typed on one side only. Staple the original and each of the two copies of the application in the upper left-hand corner. Submit the original and copies together.

If you have questions, contact Brenda Colby at (515) 281-4726 at the Iowa Department of Education.

### **General Guidelines and Awards**

Awards will be made for two or three demonstration projects with a minimum award of \$30,000 and a maximum award of \$50,000. Awards will be funded from March 1, 2003 through December 31, 2003. The total amount available statewide is \$90,000 and is a one-time appropriation made possible through the Wallace-Reader's Digest SAELP grant.

### **How to Submit an Application**

The deadline for submission of applications is 4:30 p.m. on Friday, February 28, 2003. One (1) original and two (2) copies, for a total of three (3), must be submitted by the deadline. Applications must be mailed or hand-delivered to Brenda Colby, Second Floor, Grimes State Office Building, East 14<sup>th</sup> and Grand Avenue, Des Moines, Iowa 50319-0146. Applications may not be sent by fax, e-mail or by any other electronic means. No handwritten applications will be accepted.

## **Review Process**

Requests for Proposals (RFPs) will be reviewed by individuals identified by the Department of Education and may include representation from the Department, school districts, higher education institutions, AEAs, and organizations linked to education in the state. Applications will be reviewed by at least two individuals. No readers will review an application where a conflict of interest is evident.

## **Reporting**

Applicants will be required to submit a report to Brenda Colby on July 1, 2003 and December 1, 2003 regarding the results of the project. Further information related to reporting may be required.

## **Notification of Awards**

Successful applicants will be notified on or about March 15, 2003 by phone. All applicants will be notified by e-mail after March 15, 2003.

## **Application Content**

The components of the application to be addressed by the applicant and requirements are as follows:

- A. Cover sheet—one page maximum using the form provided or recreated
- B. Goals for the project
- C. Abstract—one page maximum, one-sided
- D. Grant proposal section—twenty pages total maximum for a single district application or twenty-five pages for a consortium application, one-sided
- E. Budget—one page maximum, one-sided
- F. Timeline for plan—one page maximum, one-sided

Each applicant must meet requirements in order to be considered eligible for funding. Each of the components is explained in further detail later in this request for proposal (RFP). All components of the application must be typed with the exception of signatures. Each application must be written specific to the school district or consortium of districts requesting the funding.

**STATE ACTION EDUCATION LEADERSHIP PROJECT (SAELP)  
DEMONSTRATION PROJECT  
FUNDING APPLICATION FOR 2003-2004**

**PART I - COVER PAGE**

**DEADLINE: February 28, 2003, 4:30 PM**

.....  
-----  
***School District or Name or AEA***\_\_\_\_\_

Superintendent/Chief or Administrator Name\_\_\_\_\_

Address\_\_\_\_\_

E-mail address\_\_\_\_\_

Telephone #\_\_\_\_\_FAX #\_\_\_\_\_

Superintendent or Project coordinator signature\_\_\_\_\_

Is this a consortium application? \_\_\_\_\_YES \_\_\_\_\_NO

If a consortium, partner names\_\_\_\_\_

Demonstration Site Project Director Name\_\_\_\_\_

Demonstration Site Project Director Signature\_\_\_\_\_

Title:\_\_\_\_\_ Telephone #\_\_\_\_\_

Address\_\_\_\_\_

E-mail address\_\_\_\_\_

**Submit your application by the deadline to:**

Brenda Colby  
Iowa Department of Education  
Grimes State Office Building  
East 14<sup>th</sup> Street and Grand Avenue  
Des Moines, Iowa 50319  
[Brenda.Colby@ed.state.ia.us](mailto:Brenda.Colby@ed.state.ia.us)

**DEADLINE: February 28, 2003**

## PART II—CONTENT, FORMAT AND SCORING INSTRUCTIONS

Following are the scoring process and other requirements for this application. **For the reviewers' understanding, please use the headings and other designations as shown in this outline and in the order they are presented.** Applicants should follow all directions and address all criteria.

### Scoring

The first number in parentheses following each heading for the criteria indicates the weighting or degree of importance for that section. The weighting times five equals the total points for each section.

#### Scoring Rubric:

- 4-5: All criteria in the category are comprehensively addressed in the written description of performance area. The evidence included is detailed and thorough with information that clearly substantiates effective practice and proposed results.
- 2-3: Most of the criteria in the category are addressed in the written description for this area. The evidence that is included adequately indicates effective practice and proposed results.
- 0-1: Few or none of the criteria in the category are adequately addressed in the written description for this area. Little evidence to support and indicate effective practice and proposed results is present.

#### A. Cover Page—REQUIRED (not scored)

Include the cover page ***as the first visible page for your application.***  
**Required, but not scored.**

#### B. Goals—REQUIRED (not scored)

List the goal(s) for the *SAELP Demonstration Project* from the district or consortium. **Required, but not scored.**

#### C. Abstract—REQUIRED (\_4\_weighting/20 points):

The abstract is a summary of the proposal outlined in more detail in the application. It may be shared by the department and others with various publics and/or used for reporting purposes. One page maximum, one sided.

#### D. Grant Proposal Section—REQUIRED (\_60\_weighting/300 points)

- The district/consortium addresses one or more of the professional practices for recruitment, preparation, induction and retention of educational leaders (\_10\_)
- The district/consortium includes designated SAELP strategies and goals or practices that are proposed to increase the number of

qualified leaders for sites with high proportions of low achieving students and/or the number of women and minority leaders (\_10\_)

- The district/consortium uses the Iowa Standards for School Administrators for leadership professional development program, in one or more of the following areas: recruitment, preparation, induction, or retention of educational leaders (\_5\_)
- The district/consortium includes “best research” practices that affect student learning (\_5\_)
- The district/consortium integrates adult learning strategies into professional development practices (\_5\_)
- The district/consortium uses “out-of-the-box” strategies for leadership development based on best practices research and evidence on leadership (\_10\_)
- The district/consortium compile data from the Demonstration Project that show promise for leadership practices that lead to improving teaching and learning and reducing the achievement gap (\_5\_)
- The district/consortium provides the inclusion of a business link either through matching funds or a soft match such as business volunteers working with the project (\_5\_)
- The district/consortium provides an evaluation process for the project (\_5\_)

**E. Budget—REQUIRED (\_5\_weighting/25 points)**

- The budget proposal illustrates how resources will support the application of the SAELP strategies
- The budget proposal identifies a match through funding or volunteerism from business that will support the project.
- Budget narrative should be included in the 20-page proposal.

**F. Timeline for plan—REQUIRED (\_3\_weighting/15 points)**

- Applicants will provide a timeline for implementing the project plan. The timeline should be reflective of the time period the applicant is utilizing the funds requested, not to exceed December 31, 2003.

**State Action Education Leadership Project (SAELP) Strategies**

- **Priorities and way of doing business**—assuring that states give high priority to support leadership
- **The candidate pool**—developing state strategies to increase and diversity the pool of candidates for school and district leadership
- **Education and professional learning**—modifying state policies to improve the pre-service and professional development programs
- **Licensure, certification and program accreditation**—using state policies to promote better licensing and certification processes for leaders and improving the accreditation process for higher education-based leadership training programs



- **Conditions of professional practice**—designing and implementing strategies to improve contracting and bargaining practices, salary and compensation programs, performance review processes, and incentive programs for strong leaders
- **Governance structures**—devising state policies and practices to improve the political and governance settings that affect the climate for education leaders

## **SAELP GOALS**

- States will establish an overall vision and expectation for the practice of educational leadership focused on improved teaching and learning at the district and school levels throughout the state.
- States will design and enact laws that establish the terms and conditions of professional practice for principals and superintendents, including criteria for licensure of individuals and accreditation of post-secondary programs that prepare education leaders.
- States will enact laws that establish governance, structures, and roles and responsibilities of education leaders, including local school boards, school councils, etc.
- States will design an infrastructure that will connect education leaders to other areas of public and private endeavor, including business, research institutes, community based organizations, etc.
- States will design and implement legislative and/or administrative policies that are informed by local boards and districts, especially those in high poverty areas.
- States will support Demonstration Districts where new policies are transformed into practice.

## **APPEAL PROCESS**

Any applicant of the Iowa SAELP Demonstration Project grant funds may appeal the denial of a properly submitted competitive program grant application or the unilateral termination of a competitive program grant to the director of the department of education. Appeals must be in writing and received within ten working days of the date of notice of the decision and must be based on a contention that the process was conducted outside of statutory authority; violated state or federal law, policy or rule; did not provide adequate public notice; was altered without adequate public notice; or involved conflict of interest by staff or committee members. Refer to 281 IAC r. 7.5, the legal authority for this process.